

Week Two - Setting Strategic Direction

Strategic planning sets organizational direction and defines agency goals and measurable objectives. These goals and objectives not only provide the basis for determining necessary financial resources, but they also provide the basis for determining workforce needs. *Workforce planning complements and is a follow-up to strategic planning.* A workforce plan translates strategy into action to identify workforce staffing and training needs.

Agency strategic plans are required to be submitted with each biennial budget request in accordance with KRS 48.810. KRS 48.810 outlines the components required of the strategic plan.

Your agency's strategic plan identifies your mission, vision, and measurable objectives. In this step, which provides the context of your workforce planning efforts, you should ask:

- What direction is the agency taking? What are the key performance indicators?
- What are the key issues and challenges facing the agency that will affect its mission, strategies, or goals?
- How will the agency's structure look in five years, and how will the current structure evolve?
- What are the customer's expectations? How are they changing?
- How might technology change the way we work?
- What is the state legislature considering that might impact our agency?
- What federal legislation is being considered?
- What are the key economic and environmental factors facing the agency?
- What impact do changes in the state, national and world economy have on the services we provide?

The strategic plan should identify future functional requirements required to complete Step Two: Conduct Workforce Analysis. Remember to focus on function, not on the people needed to do the job. The overarching question is: "What key functions need to be performed in order to accomplish the goals and objectives set out in the strategic plan?" This may include many of the organization's current functions, in addition to forecasting important future functions and activities.

For additional information concerning strategic planning, please visit our website at: [Kentucky: Personnel Cabinet - Kentucky Government Agency Strategic Plans and Progress Reports](#)